

# **AR 690-400, CHAPTER 410**

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Subchapter 1. General Provisions

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#### 1-4. OTHER PROVISIONS OF LAW AFFECTING FEDERAL EMPLOYEE TRAINING

‡ e. Training policy and upward mobility.

(1) Training and development provided to employees must be related to official duties in the same line of work or other occupations in which future job assignments are specifically planned.

(2) AR 690-700, chapter 713, appendix F, contains Department of the Army (DA) policy and guidelines on upward mobility. Individual or group upward mobility plans must include competitive entry, planned training, and opportunities for pro-motion to target jobs.

(3) Specific formal training plans are required for upward mobility programs. Successful training will be a requirement for advancement to higher-level positions. Training that will improve an employee's current job performance but will not pre-prepare him or her for promotion is not upward mobility; competitive selection for this training is not required.

(4) Upward mobility programs must be based on staffing needs. Training for the employees selected for an upward mobility program must relate to their target positions. Training is not authorized for employees who are not targeted for a planned assignment. DA policy does not allow training merely to develop a random pool of skills that may never be used. Upward mobility programs cannot allow employees to enroll voluntarily and receive whatever training they request.

(5) Training agreements are required when formal, planned training will be substituted for qualifying experience for planned positions.

(6) Apprentice training programs (subchap 15 and AR 690-900, chap 971) and career program in-tern training (AR 690-950-1) allow employees to move to higher-level positions.

#### 1-5. EXECUTIVE POLICIES ON FEDERAL EMPLOYEE TRAINING

\* \* \* \* \*

‡ c. *Department of Defense policy.*

(1) The Department of Defense (DOD) will train civilian employees as required to-

(a) Insure they can perform their official du-ties well.

(b) Encourage them in self-improvement efforts.

(2) Training needs will be reviewed and effective training practices and techniques applied to-

(a) Improve employees' performance.

(b) Meet present and planned needs to improve or develop employee skills, knowledges, and abilities.

‡ *d. Department of the Army policy.*

(1) With better trained employees, DA can per-form its assigned missions better. Management at all levels is responsible for training and developing employees for increased efficiency.

(2) Commanders at all levels will issue implementing instructions for this regulation. They will insure equal opportunity in training and development (T&D) programs. Every employee who needs training and meets selection criteria must have a chance to take part in T&D programs, whatever his or her race, religion, color, national origin, sex, age, or physical handicap.

(3) Employees will be encouraged to take part in useful training activities and self-development related to their work.

(4) Effective and economical use will be made of training facilities and coarse offerings. Arrangements may be made with other DOD components for exchange or joint use of courses and facilities.

\* \* \* \* \*

## **1-10. AGENCY RESPONSIBILITIES**

*a. Responsibility to the President.* The Secretary of the Army (SA) has been delegated authority to determine employee training needs throughout DA. The SA will insure that training programs are made available to meet employee training needs. This authority will be carried out by commanders at all levels.

*b. Training by foreign governments or international organizations.* See paragraph 5-11b to submit recommendations to allow foreign governments or international organizations to provide training for DA employees.

‡ *c. Responsibilities in DA:*

(1) *Director of Civilian Personnel (DCP), DCSPER.* The DCP will develop DA training policy, provide program guidance, and evaluate results of training.

(2) *Chief, CIVPERCEN.* The Chief, CIVPER-CEN will centrally administer certain DA-wide training programs as assigned by the DCP.

(3) *Commanders of major Army commands (MACOMs)*. They will provide manpower and other resources needed to meet command-wide training needs.

(4) *Installation and activity commanders*. They will-

(a) Insure that the civilian personnel officer staffs the T&D function with enough qualified employees to carry out program requirements.

(b) Insure that local training needs are met by allocating necessary funds and other resources.

(c) Provide adequate facilities and equipment for the activity's training program. (This may include sharing resources with other Army and Federal activities in the geographic area to meet common training needs economically.)

(d) Insure the civilian personnel office takes part in program and budget administration and funding. (This includes actual budgeting for training.)

(5) *Training committees*. A training committee helps plan, coordinate, and evaluate training matters. Committee functions are described in subchapters 3 and 17. Commanders will insure that qualified minority group members and women are included on the committee.

(6) *Employees*. Employees are mainly responsible for self-development. DA managers must support on-the-job training (OJT) and other training to equip employees for full performance of current or planned duties. Therefore, employees will take part in training need surveys and help prepare individual development plans (IDPs).

(7) *Employee development specialists (EDS)*. EDSs, under their civilian personnel officer's direction, are training program managers. They will-

(a) Plan, administer, and coordinate the training program with budget officials, activity training committees, career program managers, and other management officials.

(b) Help management officials identify training needs.

(c) Advise management officials on available training, funding and other resources, and training methods and techniques.

(d) Help activity career program managers (CPMs) meet training needs of employees in career fields and monitor intern training plans.

(e) Coordinate the preparation of activity training plans, plan installation-wide supervisory training and other central programs, and judge the effectiveness of training against program standards.

(f) Program and administer training program funds, keep records needed for planning or audits, and prepare periodic or special reports required by higher authority.

(8) *Supervisors*. Each supervisor at all levels will-

(a) Assess subordinates' training needs during the performance appraisal.

- (b) Prepare subordinates' IDP.
- (c) Insure that planned training is provided.
- (d) Evaluate results of training.

#### 1-11. COVERAGE OF THE LAW

*a. Agency coverage.* The term "executive department" refers to DOD. However, DA has broad authority (para 1-10a) to implement chapter 41, title 5, United States Code. (Government Employees Training Act)

*b. Employee coverage.*

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(4) Requests to train Presidential appointees will be submitted to HQDA(DAPE-CPS), WASH DC 20310, 45 days before the start of the training. Requests must give the name and position of the appointee and describe and justify the training.

(5) Although military personnel are not covered under the law, they may attend training activities intended mainly for civilians. If this increases costs for a course funded from program element 878751, payment for military participants will be prorated. The civilian training account will be reimbursed or direct payments will be made from the proper military account.

(6) Nonappropriated-fund (NAF) personnel.

(a) DA NAF employees are exempt from the training laws. However, the principles and guidance in this AR apply to NAF employees.

(b) DA facilities will be made available for their training if no additional appropriated funding is required. Appropriated-fund EDSs may give pro-gram support and technical help on NAF training matters.

(c) NAF-oriented training courses, maintenance of related records and reports, and other support functions will be supported by NAF funds and personnel. AR 230-2 governs NAF training.

(7) Local national employees will be trained under this chapter and under Status of Forces Agreements and labor agreements with host governments.

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#### 1-13. AUTHORITIES FOR SHARING TRAINING PROGRAMS

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*b. Economy Act.*

\* \* \* \* \*

(2) Commands and activities should admit to their training programs employees of another Federal organization if it is in the Government's interest. If this increases costs of the training program, the host activity may require reimbursement.

*c. Intergovernmental Personnel Act of 1970.*

(1) Commands and activities should admit eligible State and local government employees and officials to training programs to help meet their training needs. Host activities will not require reimbursement if there is no direct increase in the cost of the training. If full reimbursement is justified, the sponsoring activity will ask the Office of Personnel Management (OPM) regional office to reimburse it for initial development or overhead costs.

(2) Commands and activities will send OPM regional offices information on courses or programs available to State and local governments (app B).

*d. Foreign Assistance Act of 1961, as amended.*

(1) Commands and activities should admit to their training programs employees of international organizations (app C).

(2) Organizations not appearing on the list of organizations in FPM chapter 352, appendix A, cannot request training directly from commands or activities. Commands and activities should send these requests to HQDA (PECC-FST), ALEX VA 22332. That office will request OPM clearance.

#### **‡ 1-14. SUPERVISORY TRAINING FOR MILITARY PERSONNEL**

a. Company grade, warrant, and noncommissioned officers who supervise civilian employees must attend the DA supervisory training program within 6 months of their first supervisory assignment.

b. Field grade officers who cannot attend the basic supervisor course must be given an orientation on civilian personnel management by the civilian personnel officer (CPO).

#### **‡ 1-15. USE OF TRAINING PROGRAMS**

a. If training courses or programs can be used by both military and civilian personnel, overlapping or duplicate courses will be avoided.

b. Career program functional chiefs will give technical guidance for training courses required by civilian career programs.

#### **‡ 1-16. CONTINUED SERVICE AGREEMENT**

Employees taking long-term training in a Government or non-Government program must agree to continue in the service of DOD after completing the training. They must sign a written agreement before they are assigned for the training. The period of continued service will begin when training is complete. It must be three times the length of the training period. Only the sample agreement in appendix G or DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) will be used.



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Subchapter 2. Determining Training Needs

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## 2-2. IDENTIFICATION OF TRAINING NEEDS

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‡ c. All employees are expected to be qualified to perform their assigned duties effectively. Training needs must be identified, in terms of skills, knowledges, and abilities, for a well-planned, productive training program. Although assessment of individual training needs is a continuous process, the performance appraisal is the primary means for determining employee T&D needs for effective performance. This evaluation provides data to prepare IDPs, the basis for scheduling training.

‡ d. After an appointment or a major job change, a special assessment of training needs is necessary. This also applies to intern, apprentice, and upward mobility programs when training and performance requirements must be met before promotion. Newly appointed supervisors must serve a 1-year probationary period. These newly appointed supervisors will be given at least 40 hours of training within 6 months after appointment to a supervisory position to develop their supervisory knowledge, skills, and abilities. The Army's official supervisor training course is contained in DA Pam 690-31. See AR 690-300, chapter 315, subchapter 9, for information and guidelines for training of supervisors during their probation period.

‡ e. Training needs show themselves in varied ways. Most training needs are identified by supervisors during performance appraisal.

‡ f. Each supervisor must initially determine training needs of subordinates. In career programs, established development plans and evaluation by activity CPMs also help identify training needs.

‡ g. Training needs are classified according to

nine types of training defined by OPM. Definitions are in AR 680-330, table A-51.

‡ h. There are special program requirements that relate to equal employment opportunity (EEO).

(1) The EDS will insure that supervisory training includes a unit on EEO.

(2) Management officials appointing members to boards and committees related to training will include qualified minority group members and women.

(3) The training staff and training committee (if any) will review the training program at least annually. They will insure that equal opportunity to take part in T&D courses is given all employees.

† i. AR 690-950-1 describes each level of training from intern to executive for employees in a career program. Other ARs in the AR 690-950 series prescribe training for specific programs.

(1) The general levels of training are-

(a) *Intern*. At the GS-5/7 level, interns receive on-job and formal classroom training to develop knowledges and skills needed for GS-9/11 target job.

(b) *Specialist or intermediate*. After completing the intern program, careerists are assigned to specialist positions in the career field. Further on-the-job and formal training and special work assignments strengthen their knowledges, skills, and abilities.

(c) *Managerial*. Managers and high potential nonmanagers are trained under AR 690-400, chapter 413 and AR 690-950-1. Attendance at formal training courses and conferences, developmental assignments, and independent study are included.

(d) *Senior executive*. Employees in the Senior Executive Service (SES) or equivalent and SES candidates are in this category. Generally, these employees attend formal training courses, conferences, and seminars on management subjects related to their individual needs. They also receive short rotation assignments. AR 690-900, chapter 920, governs their T&D.

(2) For employees not in a career program, training related to their current positions will be identified.

## **2-3. REQUIRED REVIEW OF TRAINING NEEDS**

a. *Frequency of review*.

(1) DA policy is that training is given only to meet an existing or foreseeable need. Therefore, all supervisors will review the needs of their subordinates once each year before the new fiscal year starts. They will make this review during the performance appraisal period. They will update it about 4 months before the fiscal year starts, if the initial review was done earlier.

(2) Identified training needs will be recorded on each employee's IDP during the performance appraisal. This record can serve as the annual inventory of training needs under locally developed procedures. The inventory may be augmented by special needs and reported separately. This inventory will be completed before the new fiscal year starts. It will be used to prepare the activity's fiscal-year training plan and the command operating budget (COB). If an employee does not need training, this will be noted on the performance appraisal.

(3) Since both organizational and individual needs change, a special survey of training needs must be done periodically. During a major personnel reduction or reduction in force, training needs of affected employees may also change; therefore, increases or decreases in their needs will be identified as they occur between annual inventories. The EDS will make necessary adjustments in the fiscal-year training plan. If training needs cannot be met in the current fiscal year, they may be carried over to the next year. (Provisions for funding and



scheduling to fulfill commitments to the employee must be made.)

*b. Coverage of review.* The supervisory review of employee training needs will be based on-

- (1) Need to improve knowledges, skills, and abilities in the present assignment.
- (2) Performance requirements in support of the mission.
- (3) Career development, as shown in the established career program training plan.
- (4) Goals and objectives in support of EEO.
- (5) Approved upward mobility programs.
- (6) Approved training agreements.
- (7) Need to improve supervisor, manager, and executive performance.

*c. Review process.* The review of training needs will include a reassessment of needs already reported in response to specific course announcements for the next fiscal year. This includes the Army service school courses, the Defense Management Education Training (DMET) Program, and other training needs.

*d. Records.* Each installation or activity will develop procedures for the annual inventory of training needs. These procedures will-

- (1) Provide at least enough information to supervisors to help them review training needs previously documented on performance appraisals and IDPs.
- (2) Help them report training needs to the servicing CPO.

‡ *e. Funding requirements.*

(1) The EDS will coordinate funding requirements for training (travel, per diem, and tuition) with the activity resource management office or comptroller. The EDS will include training cost data in the annual training plan.

(2) The budgeting system requires a forecast of funding needs well before the annual assessment of training needs; therefore, each activity must forecast needs using past records and current data on training needs. Funding needs may be adjusted during the budget year, if necessary.

‡ *f. Training priorities.* DOD training priorities are as follows:

- (1) *Priority I.* Training that must be completed during the fiscal year to prevent an adverse effect on mission accomplishment. This includes training required by law or higher authorities.
- (2) *Priority II.* Training required to replace skilled employees through career programs.

(3) *Priority III.* Training for an employee performing competently, to increase his or her efficiency and productivity. It would not be in the best interest of DA or the public to defer the training.

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Subchapter 3. Establishing Training Programs

### 3-1. GENERAL REQUIREMENTS

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*b. Organizing for training.* The training support function at each command and activity will be part of the CPO. It will be organized and staffed (AR 690-200, chapter 250, subchapter 5) so that DA training and program requirements can be carried out properly. Where no T&D branch is for-really set up, there must be a key position of policy. T&D activities will be clearly defined in functional statements.

*c. Basic concepts of training programs.* Within DA, employee training will be provided according to the basic FPM requirements and concepts below:

(1) Training is part of the work situation and a responsibility of management. DA will help employees develop the skills needed for effective performance on the job or in future assignments that can reasonably be expected. Although management must give employees the training they need for their official duties, it is management, not the employee, that determines the need for training. Training is not a right or fringe benefit of employees.

(2) Employee training requires self-development. Employees will be encouraged in self-development. They will be allowed to use newly-acquired knowledge and skill on the job, if applicable.

*d. Training for placement in different agency.* See subchapter 12 for guidance on training surplus employees for placement in other Federal agencies.

‡ *e. Part-time training program coordinators.*

(1) Part-time coordinators may be used to support the training program. Training coordinators are used in separate command activities or large organizational units. They perform administrative support duties and pertinent training-related budget and program support functions. (This includes assisting with training needs surveys, consolidating training needs, and forwarding this information to the CPO.) They do not perform professional EDS-type duties such as determining eligibility for training programs, consulting with key managers, or evaluating programs.

(2) Part-time coordinators are useful to support activity CPMs in large career fields.

‡ *f. Training committees.*

(1) The activity training committee helps the activity commander develop and implement an effective training program. It helps determine overall organization and mission training needs, develop the annual training plan, support budget requirements, and evaluate overall results of training. An activity with 300 or more civilian employees must set up a training committee (subchap 17 and CPP 46). MACOM commanders may waive this requirement if they decide a committee is not required for an effective training program.

(2) The commander of an activity with less than 300 civilian employees may set up a training committee if ad hoc advisory groups are not adequate.

‡ *g. Preparing an activity training plan.*

(1) Each separate activity with 300 or more civilian employees must prepare an activity training plan each fiscal year. The plan will include the costs of all training needs and identify costs by program element. The plan should summarize any plans for apprenticeships, internships, upward mobility programs, and cooperative education.

(2) The training plan will be consistent with programmed funds under proper program elements. The training committee (if any) and the comptroller or resource management officer must concur with the plan.

(3) The CPO (or the chief of T&D) and the chairman of the training committee will-

(a) Authenticate the training plan.

(b) Present it to the activity commander (or designee) for approval.

(4) Subchapter 18 gives more guidance and contains minimum preparation requirements for training plans.

### **3-2. SECURING AND ALLOCATING TRAINING RESOURCES.**

*a. General.* Activities will fully use local resources such as programs and facilities to meet employee training needs. If resources do not exist or the number of employees who need certain training is too small to justify local training courses, other resources will be considered. This includes programs and facilities within DA, DOD and other Federal agencies, and nearby non-Government training facilities.

*b. Human resources.* A qualified EDS will be named to administer the civilian training program. This is very important when the T&D function is combined with another personnel function. The person must meet the minimum qualifications for the Employee Development Series GS-235, for grade level of the EDS position. Qualified EDSs and administrative and clerical personnel will staff the training function in all civilian personnel offices. Part-time instructors will be taught training and instruction techniques. They may help conduct supervisor training courses, other formal training courses, and OJT. If more instructors are needed to supplement the training staff for certain courses, they may be obtained from other DA activities or Federal agencies, or non-Government sources.

*c. Training materials and equipment.*

(1) Training materials and courses developed by MACOMs or HQDA will be used when possible. MACOM commanders should make available to all subordinate activities training materials developed by other subordinate activities.

(2) Audiovisual (AV) and other training equip-ment must be used properly if training courses are to be successful. The Audiovisual Support Centers (AVSC) can help with proper use of films, slides, transparencies, video tape, and other AV equip-ment and materials. DA Pare 108-1 lists and de-scribes AVSC services and AV aids.

(3) Commanders at all levels should recommend to HQDA, films and other AV aids for Army-wide use. Requests to procure Category IV films (AR 108-2) for local retention written justification. Send requests to the US Army Civilian Personnel Center (CIVPERCEN). The mailing address is HQDA (PECC-FST) ALEX VA 22332. In addition to the information required by AR 108-2, furnish the cost of the film and any brochures that fully de-scribe the film.

*d. Training space.* Installation commanders will provide training facilities for T&D of civilian employees. The facilities will have adequate space, lighting, ventilation, and equipment. These facilities (including Education Centers) will be used fully. They will be shared with tenant activities and other DA activities for civilian training programs.

*e. Funding training programs.*

(1) *Absorption of costs.* Activity commanders, with the help of the servicing CPO, will plan, program, and budget for civilian training. Funding will be consistent with employee training needs shown in the activity training plan. Funding for executive development (short-term), long-term training, and career intern programs



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a. When DA training needs cannot be economically or effectively met through DOD resources, DA will use available training facilities and services of other Federal agencies. Such activity commander will arrange to use such facilities and services, if required.

‡ b. DA training programs and resources will be extended or expanded to include other DOD components or other Federal agencies if the following conditions are met:

- (1) The needs of the DA employees are met before other Federal employees are accepted.
- (2) DA retains control of course design, content, and methods.
- (3) The other agencies provide their pro rata share of facilities, staff, money, and materials, when such programs are made available on a continuing basis.

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**4-3. INTERAGENCY TRAINING FACILITIES**

\* \* \* \* \*

b. *Reimbursable and cost-shared training.* Activity commanders who sponsor training courses for other DOD components and Federal agencies will determine if reimbursement is required. If it is, they will also determine the amount to be paid for each employee trained. If the training course is funded entirely by an appropriation specifically for that purpose, reimbursement will not be required. AR 37-27 governs reimbursement between DA and other departments and agencies.

c. *Cooperation in interagency training.* Activity commanders will act with other Federal agencies to meet common training needs. Commanders should also insure that existing DA programs maintain a high quality or improve through interagency participation.

**4-4. JOINT TRAINING PROGRAMS**

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b. *Interagency training councils.* In areas with several DA activities, a training council may be established to exchange training information and materials and cooperate in conducting

common training courses. The council will consist of the activities' T&D chiefs. Through the council, the activities may jointly sponsor onsite training conducted by organizations such as the Army Management Engineering Activity and OPM regional offices.

\* \* \* \* \*

*d. Using services of employees of other agencies.*

(1) DA activities may use employees of other agencies to provide training services. The activity commander will make arrangements to reimburse the other agency for the services.

(2) DA must avoid even the appearance of a conflict of interest. Commands and activities will not contract with a DA employee or employees of other Federal agencies for training services. This applies even though services may be provided out-side the employee's basic workweek.

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## Subchapter 5. Training Through Non-Government Facilities

### 5-1. INTRODUCTION

#### *a. General.*

(1) Delegation of authority in DA for approving training in non-Government facilities is covered in paragraph 3-6e. No employee will be assigned to training or permitted to enroll in a course in a non-Government training facility, regardless of course length, before the proper official grants approval. Requests for approvals after employees have en-rolled or actually begun the training must be disapproved. Employees who enroll in a non-Government training course without written prior approval is personally responsible for the total training cost.

(2) HQDA must approve contracts with a non-Government training facility to develop and conduct full-time, long-term training programs (more than 120 calendar days) for groups of employees. Commanders will send their requests for approvals (and any extensions) to HQDA (PECC-FST), ALEX VA 22332. Requests must include-

(a) The title of the program.

(b) The name and address of training facility.

(c) Detailed justification for the training. Discuss the purpose; why full-time, long-term training is required instead of short-term training; and the adverse effect on the employing organization if the training is not provided.

(d) The number of employees to be trained, by job titles and grades.

\* \* \* \* \*

### 5-2. DETERMINING THE SOURCE OF TRAINING

*a. Required determinations.* Cost factors alone will not determine when a non-Government training facility will be used in lieu of a Government facility. The quality and applicability of instruction must also be considered along with other non-cost factors.

*b. Applicability of Circular No. A- 76.*

(2) Any training activity whose estimated cost is \$100,000 or more will be subject to a cost comparison described in Supplement No. 1 to Office of Management and Budget Circular No. A-76.

(3) Although a training activity whose estimated cost is less than \$100,000 is exempt from provisions of OMB Circular No. A-76, a cost comparison will be made as one factor in determining whether adequate training is reasonably available from Government facilities, including interagency training.

(4) Cost factors described in FPM chapter 410, paragraph 5-2c(2) will be used to make a cost comparison when a new training activity is established and once every 3 years for each established training activity as described in FPM chapter 410, paragraph 5-2d(1).

*c. Preparing a cost estimate for an in-house training activity with annual operating expenses less than \$100,000.*

(1) Defining the activity. A "Training Activity" is any single course or program designed to meet a common training need (or objective) of a group of employees within an employing activity during a fiscal year.

\* \* \* \* \*

### 5-3. GENERAL CONSTRAINTS

#### *a. Review of need for training.*

(1) Before authorizing training at a non-Government facility, an EDS will determine that no adequate and reasonably available resource or facility exists within DOD or another Federal agency. The EDS must document the determination as part of the approval of the training on DD Form 1556. Government resources are not reasonably adequate or available to meet training needs if-

(a) DOD and DA lack the facilities and re-sources to provide the training;

(b) A program cannot be developed in time to meet the need; or

(c) It would cost more in terms of time, distance, and other factors to use Government resources.

(2) Information on selection and assignment procedures for training through non-Government facilities will be made available to employees. Before an employee is assigned training in a non-government facility he or she must be informed of-

(a) The obligations incurred; and

(b) Pertinent restrictions or conditions described in this subchapter.

#### *b. Training for promotion.*

(1) An employee can be trained in non-Government facilities to fill a position by promotion when referral or positive recruiting in the area of consideration has not produced a qualified employee. The special training agreements in appendix F and FPM Letters 338-9 and -10 apply,

(2) Selection for required training will be made competitively, under merit selection procedures. The area of consideration will be that area proper for the position to be filled at the full performance level.

(3) When the position is covered by an up-proved training agreement, the method of selection in the agreement will apply.

\* \* \* \* \*

*d. Solely to provide opportunity to obtain degree.*

(1) "Job-relatedness" is not an acceptable justification for training through a non-Government facility; it is too general to warrant approval. The EDS must review performance appraisal and training records of employees for whom tuition assistance and related fees are requested and discuss the requested training with the supervisor. The training must develop the employee's job competence or support a planned career assignment.

(2) If the review of employee training records shows repeated approvals of training at non-Government facilities, the EDS must determine if the training is leading to a degree. If it is, then-

(a) The supervisor will be told such training is prohibited.

(b) The second level supervisor will be contacted to verify the need for continued training before approval.

(c) Unless the training is fully justified, the training must be disapproved.

(3) Certain courses taught by George Washington University (GWU) are part of the required curriculum at the Industrial College of the Armed Forces (ICAF). All ICAF students must take them, whether they are in the ICAF-GWU graduate degree program or not. A similar program exists at the National War College, with several universities. To obtain academic credit, the student must take examinations at and pay tuition fees to the proper university. DOD has ruled that these costs are incurred only to obtain a degree and are unauthorized. Students who choose to enter either degree program must pay these costs.

(4) Various colleges and universities sponsor nonresident "home study" degree programs. Often these schools require enrollees to attend one or more short seminars (on the campus or elsewhere) to meet the school's residency requirements for a degree. DA has determined that the rule in (3) above applies to these seminars; payment of tuition and other costs is unauthorized. Since these seminars are degree requirements, employees must attend at their own expense and in a non-duty status. Individual courses in the home study parts of these programs may be approved for employees; the employing activity may provide financial aid according to this subchapter. Enrollment in the total program extending over a prolonged period is unauthorized.

(5) Job-relatedness is not adequate reason to approve a particular course. (See (1) above.) Government Employees Training Act (GETA) and this chapter state that training is to be given to meet identified needs. Training is not to be used only to raise the employees' general educational level or help them prepare for an academic degree, professional certificate, or occupational license. The employee development staff of each employing activity must choose

the best source for an employee's training. Sources of training other than those requested for an employee may be chosen, if it is in the Government's interest.

(6) State governments set requirements for certification of skills in certain trades and occupations. If an employee must periodically re-certify skills required for such a position, approving officials are authorized to pay the cost of training to update those skills.

#### **5-4, SELECTING A NON-GOVERNMENT FACILITY**

*a. Authority.* A nearby non-Government training facility will be used when it can give the training better, cheaper, or in less time.

\* \* \* \* \*

*c. Prohibited facilities.*

\* \* \* \* \*

(3) The approval official will determine if a non-Government facility may be used after reviewing its admission requirements. Each approved re-request for training at a non-Government facility will document that the facility meets the nondiscrimination requirement. If approved training facilities are not available in the commuting area, arrangements will be made with institutions in other areas to conduct courses at the activity. Non-coeducational institutions may be used to meet individual training needs under the following conditions.

(a) The school must

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Subchapter 6. Payment of Training Expenses

### 6-1. AUTHORITY AND POLICY

*a. Authority.* Officials named in paragraph 3-6e are authorized to-

(1) Determine what are necessary training expenses.

(2) Pay all or part of those expenses from the employing activity funds per this subchapter and FPM chapter 410, paragraphs 6-2 and 6-3.

*b. Policy.* The commander of each employing activity will insure-

(1) That just and fair financial aid is given all employees who need training.

(2) Payment of training expenses causes neither financial gain or loss to the employee.

\* \* \* \* \*

### 6-2. PAY OF THE EMPLOYEE

\* \* \* \* \*

*b. Prohibition on premium pay.*

(1) Premium pay may be authorized for time spent in training outside regular working hours for nonexempt employees under the Fair Labor Standards Act (FLSA). FPM Letter 551-17 gives guidance on nonexempt employees under the FLSA. Premium pay does not apply to time employees spend in training during overtime hours under the Government Employee Training Act.

(2) Send requests for other exceptions to the prohibition on premium pay during training through command channels to HQDA(PECC-FST), ALEX VA 22332.

\* \* \* \* \*

### 6-3. EXPENSES OTHER THAN EMPLOYEE'S PAY

*a. Travel.* Volume 2 of the Joint Travel Regulations governs the payment of travel, per diem, and transportation costs of employees assigned to training.

\* \* \* \* \*

*d. Fees, services, and facilities.*

\* \* \* \* \*

(3) Employees may keep textbooks bought as reference sources. Employees in long-term training assignments cannot buy clothing (such as college shirts or sweaters) or other personal items not directly related to the training from funds authorized for books and supplies. Employees who need small calculators or other items of equipment should arrange with the employing activity for temporary assignment of these items before the training pro-gram starts. The employee cannot buy such equipment from training funds.

\* \* \* \* \*

#### **6-4. PROTECTION OF GOVERNMENT'S INTERESTS**

Commanders at all levels must insure that the Government's interests are protected when an employee fails to complete training for which DA pays all or part of the training expenses. (This includes both Government and non-Government training.)

‡ *a. Government training.* If an employee fails to complete training satisfactorily, one of the following actions will be taken:

(1) If failure is due to the employee's negligence or willful misconduct, disciplinary action will be taken.

(2) If failure is for reasons beyond the employee's control (such as illness or recall by proper authority), no action will be taken.

‡ *b. Non-Government training.*

(1) If an activity pays for training only when the training is completed or requires the employee to share the training costs, the activity will fully in-form the employee in advance. In some cases, this information may be included in the continued service agreement. (Training must still be approved in advance.)

(2) If an employee fails to complete non-Government training satisfactorily, actions in (a) or (b) below will be taken. Employees will be advised in writing of these requirements before the training starts.

(a) If the failure to Complete training is due to the employee's negligence or willful misconduct, he or she will repay training expenses other than salary costs. If appropriate, disciplinary action will be taken.

(b) If failure is for reasons beyond the employee's control, no action will be taken.

#### **6-5. RECORDS OF TRAINING EXPENSES**

Each installation and activity will keep records of payments for travel, per diem, tuition, fees,

and other expenses of non-Government training according to proper travel, purchasing, and contracting regulations.

#### **‡ 6-6. PROVIDING FUNDS FOR TRAINING EXPENSES**

Absorption of costs. Commanders at all levels will insure that enough staff and funds are provided for civilian training. They will allocate specific support from available mission resources in the fiscal year training plan.

#### **‡ 6-7. TRAINING IN GOVERNMENT FACILITIES**

As authorized in paragraphs 6-2 and 6-3, DA will bear all costs for approved training conducted by, in, or through Government facilities. Employees cannot be directed or allowed (voluntarily) to attend required training at their own expense,

#### **‡ 6-8. TRAINING IN NON-GOVERNMENT FACILITIES**

a. As authorized in paragraphs 6-2 and 6-3, DA may pay all costs for approved training in non-Government facilities if the training is justified. (para 5-2a).

b. In some cases, the employing activity and the employee may properly share the costs of non-Government training. Examples include attendance after-hours in courses at colleges and universities or attending professional training conferences. (See subchap 8 for attendance at meetings.) Cost sharing may be an arrangement in which the employing activity pays tuition or registration fees and the employee pays travel, per diem, and other costs. See CPR 990-2, book 630, for DA policy on excused absences. Any such arrangements must be made in advance in writing.

c. Federal policy on variations in the work schedule for educational purposes is in FPM Supplement 990-2, book 610, paragraph S1-4(c). Note that training authorized under GETA is considered hours of work.





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**Subchapter 7. Acceptance of Contributions, Awards, and Payments From Non-Government Organizations**

**7-1. SCOPE**

a. This subchapter has been expanded to include contributions and awards from Government sources for employee training.

(1) Employees receiving training in non-Government facilities (subchap 5) may be authorized to accept contributions to defray expenses of training.

(2) Employees who are in a regular duty and pay status (full or partial) are entitled to salary while receiving grants to pay all or part of training costs.

b. In general, this subchapter does not apply to employees who attend training or meetings on their own time (outside regular working hours) under a non-Government scholarship without financial aid from DA. However, employees should be informed of the need to adhere to conditions in paragraph 7-2a.

**7-2. AUTHORIZING ACCEPTANCE**

a. *Basic criteria.* Officials in c below will authorize employees to accept contributions, awards, or payments for training in non-Government facilities or attendance at meetings only if they determine that the training is justified. The employee must obtain the authorization in writing before acceptance.

\* \* \* \* \*

c. *Delegation of authority to authorize acceptance.*

(1) Officials to whom the SA directly delegated appointing authority (AR 690-200, chap 250, subchap 1) can approve the acceptance of a contribution or award by employees under their command jurisdiction.

(2) Officials ((1) above) may re-delegate to commanders of independent activities authority to approve the acceptance of a contribution or award by their employees.

(3) Officials ((1) above) may name a subordinate (in writing) to approve these acceptances.

**7-3. ACCEPTANCE BY EMPLOYEES**

To insure contributions, awards, or payments are reviewed and approved before acceptance, appointing officials will inform employees that they must advise their supervisors of any offers received. (This includes offers from any non-Government or Government (Federal, State, county, or municipal)

source.)

‡ *a. Processing requests for authorization.*

(1) Each request to authorize acceptance will be submitted through channels to the proper approving official (para 7-2c). Each will include the following information:

(a) The name and location of the proposed donor.

(b) The total mount and nature of the contribution, award, or payment. Include an itemized list, if applicable, according to tuition, living expenses, travel, and cash stipend.

(c) The purpose for which the funds are to be used.

(d) A copy of the letter granting the award or any other pertinent papers.

(2) The employee will be advised in writing, through channels, of the final decision.

‡ *b. Contributions, awards, or payments from Government sources.*

(1) Employees may accept contributions, awards, or payments (such as National Science Foundation or National Institute of Health awards) from Government sources. The policy and criteria established by the Federal agency administering the scholarship, fellowship, award, or grant (and Government fellowship and scholarship laws) will govern DA employees' acceptance.

(2) Employees may accept contributions, awards, or payments from other Government sources, such as State, county, or municipal jurisdictions. The policy and criteria established by the donor will govern.

\* \* \* \* \*

## **7-5. REDUCTION AND RECOVERY OF GOVERNMENT PAYMENTS**

*a. Requirements.* An activity with an employee authorized to accept a contribution or award will obtain expense data from the employee or donor in enough detail to ensure that no duplicate payments are made.

\* \* \* \* \*

(3) The commander who approved acceptance will make any required recovery of payments. In such a case, the disbursing officer and the employee will jointly establish the dollar value of

contributions, awards, or payments made in kind for the purpose of recovering payments.

## **7-6. RECORDS**

*a. Required records.* A record of authorization of acceptance will be put in the OPF. The record will also contain the following information:

\* \* \* \* \*

(6) The address of the donor organization.

(7) Data on any recovery of Government payments (para 7-5).

## **‡ 7-7. SCHOLARSHIPS AND FELLOWSHIPS**

*a. Policy.* DA will make the best use of developmental opportunities available through scholarship, fellowship, or award programs through public educational facilities, private foundations, and agencies of Federal, State, and local governments. Supervisors at all levels will consider scholarships and fellowships as opportunities for training, development, and education, consistent with employee and mission needs.

*b. Administration.* Instructions for administering specific scholarships and fellowships are basically those prescribed by the sponsoring organization. DA may issue further instructions for internal guidance. Employees may compete for scholarships and fellowships that are not publicized by HQDA. They may be permitted to accept such awards if they conform with this subchapter. If a payment is involved, paragraph 7-5 will apply.



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Subchapter 8. Attendance at Meetings

## 8-1. POLICY ON ATTENDANCE AT PROFESSIONAL MEETINGS

\* \* \* \* \*

‡ *d. DA policy.*

(1) Employees will be given the chance and the time to attend and take part in professional meetings under volume 2, Joint Travel Regulations, (vol. 2, JTR). The purpose and subject of the meeting must be related to the primary duties of the employee. Attendance at Government expense may be approved for any employee whose main purpose for attendance is one or more of the following:

(a) To acquire information needed to perform official duties, or which will contribute to improved conduct, supervision, or management of assigned functions.

(b) To provide information on DA's missions to the meeting group, a public interest obligation.

(c) To contribute to the pool of scientific and professional knowledge from which the Government draws.

(2) Commanders are responsible for establishing procedures to give the chance to attend such meetings on a fair basis,

‡ *e. Definition.* Professional meetings include any meetings or conferences that-

(1) Are concerned with DA's missions or activities; or

(2) Will contribute to improved conduct, supervision, or management of DA missions or activities.

‡ *f. Approval requirements.*

(1) Attendance at meetings and conferences within CONUS, conducted by or on behalf of the Government. Commanders or their authorized subordinates must approve or issue travel orders (vol. 2, JTR).

(2) Attendance at meetings and conferences within CONUS convened or sponsored by a technical, scientific, professional, or similar private membership organization. The commander (or officer (06) or civilian (GS/GM-15 or above) must personally approve attendance. He or she

must--

(a) Actually sign travel orders; or

(b) Attach the original, authenticated written authorization or approval to DD Form 1610 (Request and Authorization for TDY Travel of DOD Personnel).

(3) Attendance at meetings and conferences had outside CONUS. An official delegated authority to issue travel orders for TDY travel to, from, and between oversea areas must approve attendance (DA Delegation of Authority Table, Vol. 2, JTR, and AR 1-40).

‡ *g. Clearances.* Commanders are responsible for any necessary clearances with public affairs officers before employees attend or take part in any meetings or conferences conducted by a private or inter-national organization. The security officer will examine implications of attendance as provided in volume 2, JTR.

## **8-2. PAYMENT OF EXPENSES AUTHORIZED**

*a. Payment from travel funds.* If attendance at a meeting or conference is authorized, then-

(1) Travel and transportation will be authorized; and

(2) Reimbursable expenses will be allowed according to volume 2, JTR.

*b. Payment by non-Government organizations.* An employee attending a conference or meeting may be authorized to accept a contribution, award, or payment (subchap 7). In this case, any payment the Government makes to the employee for travel, subsistence, or other authorized expense for attendance will be reduced (para 7 -5).

‡ *c. Attendance at personal expense.* Professional, scientific, technical, and managerial personnel should maintain relationships with recognized organizations in their fields of work; however, it is not possible to authorize all personnel to attend at Government expense meetings of organizations with which they may be associated. See CPR 990-2, book 630, for DA policy on excused absences for this purpose. Circumstances may not warrant either attendance at Government expense or absence without charge to leave. In these cases, employees may request leave.

## **8-3. USE OF AUTHORITY**

Either the "meeting" or the "training" authority may be used depending on the situation. This decision will be made administratively at the activity level or by designated headquarters staff officers. If there is an organized instructional program with stated learning objectives to be reached by the participants, the conference, seminar, or meeting is usually training. If it is decided that the meeting is for training, requests for attendance will be processed as training nominations.

## **8-4. NONPARTICIPATION IN RACIALLY SEGREGATED MEETINGS OR CONFERENCES**

DA employees will not take part in conferences or meetings that discriminate on the basis of sex, religion, national origin, or race.

**8-5. NONPARTICIPATION IN MEETINGS OR CONFERENCES HELD IN FACILITIES IN WHICH DISCRIMINATION IS PRACTICED ON THE BASIS OF SEX, RELIGION, OR NATIONAL ORIGIN**

DA employees will not take part in conferences or meetings held in facilities that discriminate on the basis of sex, religion, national origin, or race.





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**‡ Subchapter 11. Training Across Occupational Lines and Rotational Assignments**

**11-1. THE DOD TRAINING AGREEMENT, US OPM SPECIAL TRAINING AGREEMENT  
SSP. EDU5-2, OCTOBER 29, 1981**

*a. Authority.* Under the DOD training agreement at appendix F, employing activities may use rotational assignments or cross-series training to develop executives, managers, and other eligible employees to meet projected manpower needs. The DOD agreement provides for developmental assignments across functional Lines between DOD components or Federal agencies. Employees may be developed and assigned to target positions without further OPM approval or reference to qualification standards. These employees may also be assigned to details 6 months to 3 years with further OPM approval. All training discussed in this chapter is subject to the DOD agreement.

*b. Staffing.* The DOD agreement can enhance staffing flexibility and employee development by-

- (1) Making special developmental assignments for executives and managers.
- (2) Moving employees from dead-end assignments or an occupational series with limited advancement to developmental positions leading to placement in another position.
- (3) Strengthening the experience of employees to prepare them for planned executive and managerial responsibilities.

*c.* Assignments that are made under the agreement and will lead to promotion must also comply with paragraph 1-5a(3), FPM chapter 335.

**11-2. ADMINISTRATION UNDER THE DOD AGREEMENT**

- a.* Activity commanders will administer this agreement in their respective organizations.
- b.* The employing activity will review and evaluate the agreement for effectiveness in meeting the purposes in paragraph 11-1b. Career program officials will help plan and administer the program.

**11-3. SELECTION**

*a.* Candidates for rotational assignments under the DOD agreement will be selected according to FPM chapter 335. Career or career-conditional employees in grades GS-9 and above who have been DA employees for at least 1 year are eligible for consideration.

b. Candidates do not have to meet the minimum educational requirements, if any, set in qualification standards for the target position.

#### **11-4. TRAINING REQUIREMENTS**

Management officials will determine the requirements of the target position; they will then determine the training program that best meets the staffing need. The training requirements may be met by any or all of the following: OJT, classroom instruction, reading assignments, seminars, and guided independent study. Much of the training should be performing tasks in the target position. These tasks should be organized under the guidance of a qualified staff member or the immediate supervisor.

#### **11-5. INDIVIDUAL TRAINING PLANS**

Under the DOD agreement, supervisors will develop an individual training plan for each participant, using the format in figure 10-1, EDSs will assist them, if necessary. The plan will be developed before the training assignment starts.

#### **11-6. EVALUATION**

During the training period, the immediate supervisor will evaluate the employee's performance. He or she determines the trainee's progress and whether the objectives of the plan are being met. Local EDSs will monitor trainee progress, keep records, and make required reports.

#### **11-7. PLACEMENT OF PROGRAM PARTICIPANTS**

a. Employees selected may be detailed or reassigned to the target position at the start of the training period. The Personnel Action Code and Nature of Action on SF 50 will be "978, Assignment to Long-Term Training." On satisfactory completion of their program, employees may return to their previous duties or be reassigned or promoted according to their individual training plans. The Personnel Action Code and nature of action on SF 50 upon completion of the training will be "979, Completion of Long-Term Training."

b. To make position changes under the DOD agreement, make the following entry in item 18D on the SF 50 "US DOD Special Training Agreement; Delegation Agreement, June 13, 1980 and DOD Memorandum, October 29, 1981 ."

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‡ Subchapter 18. Activity Training Plans

### 18-1. PLANNING POLICY

- a. The activity commander, the CP0, and the training committee will prepare an activity training plan each fiscal year. They will make semiannual adjustments to the plan, based on changes in training needs and available funds. The commander (or a designee) must approve annual training plans.
- b. The training plans help commanders meet employee training needs and training funding.
- c. All plans must be prepared in writing.

### 18-2. PREPARING A TRAINING PLAN

Management must take the following steps to prepare the annual training plan.

a. *Inventory of training needs.* Management must review training needs by 1 October each year. This inventory of training needs should be tied to employees' performance appraisals. It should include requirements for training programs that have been submitted earlier for funding and scheduling purposes, such as DMET and military schools. Management must consider at least the following sources of training requirements:

- (1) Requirements established by higher head-quarters. The annual DA (and command) civilian personnel management programs are a basis for the activity training plan. If program goals or requirements set by higher headquarters do not apply to the local activity, they are not included in training plans.
- (2) Organization and mission training needs. Changes in mission, methods, and kinds of skills needed must be considered. Problems of management, the condition of the work force, needs for apprentices or trainees in particular work groups, and emergency and mobilization training needs must also be considered.
- (3) Individual employee training needs. All employees must have the knowledges, skills, and abilities to do their work effectively. Management must consider training on and off the job and assignments. These should be available for employees in career programs and other employees for whom IDPs have been prepared.
- (4) Needs from the previous year that the annual evaluation of the training plan shared were not met.

b. *Classifying and analyzing needs.* Once training needs have been inventoried, management

should group them into manageable categories. The nine categories in AR 680-330 may be used to record and report training.

*c. Resources.* If the training plan developed is to meet the needs of the activity, the following re-sources must be available:

(1) Funds. Budgeting for training will be included in the proper budget program element. The comptroller, the chief of T and D, and the training committee will insure that funds are included in the budget to support training needs.

(2) Facilities and equipment. Training aids and equipment and other requirements must be considered in planning to meet training needs. AR 210-10 and subchapter 3 give authority to provide facilities and equipment.

(3) Instructors. The availability of instructors will control the amount of training that can be done locally. Management should continually build a pool of local part-time instructors. These instructors must have knowledge of the subject and skill in instructional methods.

*d. Priorities.*

(1) After the steps in a, b, and c above, the chief of T and D will evaluate total activity needs; he or she will plan for the best possible training activities. The chief of T and D should base priorities on immediate mission needs, training required by higher headquarters, and balance among different needs.

(2) The chief of T and D ~ draft a fiscal year training plan and present it to the activity training committee. The committee will help prepare the final plan. It will also review and evaluate the plan periodically.

### **18-3. INFORMATION IN A FISCAL YEAR TRAINING PLAN**

A standard format is not required, but the training plan should include--

*a. Objectives.* List any T and D goals and objectives published by higher headquarters and those developed locally for the activity organization and mission.

*b. Fiscal year training requirements.* Based on training priorities and available resources, the final version of this plan should detail actions required to meet the training requirements. The plan will show--

(1) The number of employees to be trained in each training category involving cost to the Army.

(2) The name of training facilities chosen for needed training and the number of employees to be trained in each. List them in order by the totals of tuition, travel and per diem, and related costs.

(3) An estimate of needed training in non-Government facilities, if specific needs are not unknown. Funding should be shown per (2) above. 1

#### **8-4. PUBLISHING THE PLAN**

Copies of the approved training plan will be distributed to all major elements of the activity. The CPO and the chief of T and D will encourage management support and follow-up actions.

#### **18--5. EVALUATION OF PLAN**

a. The chief of T and D and the activity training committee will prepare an annual written evaluation of the fiscal year activity training plan. The evaluation will show how much of the planned fiscal year T and D was completed, how well training needs were met, and the value of the training to this mission. The chief of T and D and other CPO staff specialists will review 90-day follow-up reports on the performance of employees after major training programs. They will record any cost reduction or improved productivity resulting from T and D. Each member of the training committee, the activity commander, and other management officials should receive a copy of the annual evaluation. Activity training program reports will be attached to the installation narrative report.

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